



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
HEADQUARTERS, UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND  
950 JEFFERSON AVENUE  
FORT EUSTIS, VIRGINIA 23604-5700

ATJA

29 AUG 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: TRADOC Policy Letter 3, Ethics Program

1. References:

a. Title 5, Code of Federal Regulations, Part 2635, Standards of Ethical Conduct for Employees of the Executive Branch.

b. Department of Defense 5500.7-R, Joint Ethics Regulation (JER).

2. Public service is a public trust, and it is our duty to faithfully observe applicable ethics laws and regulations to uphold that trust. By doing so, we clearly put loyalty to the Constitution, laws, and ethical principles above any private gain.

3. As members of an organization that shape the Army's future, we will set the standard as ethical role models. In this capacity, we must be familiar with and observe the Department of Defense JER, which contains the principles of ethical conduct that all members of this command are expected to follow. Importantly, all leaders must set an organizational climate that develops subordinates ethically and avoids placing them in ethical dilemmas.

4. Ethics rules are complex; common sense and good judgment alone will not necessarily ensure our compliance. Whenever there is doubt as to the ethical implications of an action, contact an ethics counselor in your servicing legal office for assistance. In addition, use the ethics counselor to ensure compliance with ethics training requirements, adherence to post-Government employment restrictions, and filing of financial disclosure reports.

5. Integrity is the basis for the trust and confidence that exists among members of the Army team and is an important part of the implied contract the Army has with the American public. I expect all Army leaders to adhere to and promote the letter and spirit of all applicable ethics rules, laws, and regulations.

6. This policy letter is effective until superseded or rescinded.



ROBERT W. CONE  
General, U.S. Army  
Commanding

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